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14 September 1973

MEMORANDUM FOR: Director of Central Intelligence

VIA : Deputy Director for Management and Services

FROM : Director of Medical Services

SUBJECT : The Agency Image

REFERENCE : My memorandum, subject as above, dated 10 August 1973

1. As a background for the recommendation in reference memorandum, the following comments are offered.

The Agency image is a subject that falls outside the customary concept of component responsibility. While it is a topic of general interest, the coping is usually associated with more senior management. Under ordinary circumstances, the Office of Medical Services would not in all probability offer comment or suggestion. A recent general invitation to enlist ideas on the subject has been an encouragement to do so. The invitation comes at a time when other experiences permit the jelling of a proposal.

2. For some time now our office has been interested in the Behavioral Sciences and their relationships to Agency business. These considerations have occasioned much thoughtful exploration. Such efforts are continuing. It is the intent to build the Agency a professional depth much as has been done in the varied aspects of medicine. The current avenue of approach is to broaden consultant capabilities in the Behavioral Sciences. There are many reasons for this approach. We learn this way. We meet the people in the business, and we are exposed to some forward-looking thinking. In terms of tangible results, the visible evidences are modest. A great deal of energy has gone into learning what not to do and whom not to contact. We have painstakingly established some associations that we think are pretty good. It is they whom we recommend.

3. These professionals are recommended first of all because they are pro-Agency. We know them, have talked with

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them and have read their material. They have taken the time out of their busy lives to visit with us. There is no doubt of their interest in helping the Agency. The professionals suggested in this instance are identified by reason of their personal attributes rather than as examples of disciplines essential to the task. It so happens that one is a psychiatrist, another a psychologist and one is a political scientist. This spread happens to facilitate the proposed exploratory effort, but it is not designed as a formulation of disciplinary necessity. Each of these men is an expert in his chosen field and accustomed to the terms and applications relating to the Behavioral Sciences. Each has been instrumental in furthering Behavioral Science concepts. Attached are biographic profiles.

4. It should be stated here that there is no way of knowing whether this approach to the Agency image will prove successful. We anticipate a variety of difficulties. The approach, however, is worth a try. No such similar effort has been attempted previously.

What might be expected? We tend to think that a beginning identification may emerge of those aspects of human behavior that relate to specifics of Agency imagery. It would not take a great deal of effort to know if we were on the right track.

Some Agency people would be needed to assist in this effort. An opportunity for a few minutes discussion with the Director would be most helpful. Similar conversations with several other select senior officials could help in providing the background concern and interest.

5. In the event that this effort were not productive, the consultants we recommend would be the first to discontinue the attempt and turn their talents to a more productive investment of their time. On the other hand, if the problem were dissectible in terms of human behavior, some promise for an improved situation could emerge. Such a prospect would invest all of us.

[Redacted Signature]

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